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THE ARTS Valued by Montanans
Worthy of State Investment

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MONTANA Creativity at Work



MONTANA ARTS COUNCIL

**Operational Blueprint
for 2008-2013**

THE FOUNDATION FOR IT ALL

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Artist Monte Dolack, Missoula
Photo courtesy of Monte Dolack

*One in every 78 Montanans in
the state labor force is a
working artist.*
2000 U.S. Census



Heritage Days musicians, Stevensville
Photo: Cinda Holt



Artist Oshanee Kenmille
wearing her artwork, Pablo
Photo courtesy of NEA



Helena Women's Mural, Helena
Artists Anne Appleby, Marilyn Sternberg,
Delores Dinmore, Photo: Jeff Lovely

*The economic impact of Montana
artists' sales in 2003 was almost
a quarter of a billion dollars
(\$233 million).*

Findings from the 2005 Economic Impact
of Montana Artists Study, conducted by
The Center for Applied Economic Research,
Montana State University, Billings



Artist Phil Aaberg, Chester
Photo courtesy of 11th and Grant,
Montana PBS

*Since 1970, the number of
full-time artists in Montana
grew three times faster than
the overall Montana labor
market.*

Findings from the 2005 Economic
Impact of Montana Artists Study.

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Artist Cheryl Bannes residency in Shawmut

The Foundation for It All



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The 2007 Montana Arts Council

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Manhattan

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Kalispell

Kevin Red Star
Roberts

Kathleen Schlepp
Miles City

Youpa Stein
Arlee

Judy Ulrich
Dillon

Wilbur Wood
Roundup

*Members whose service
ended during 2007

Montana Arts Council

Vision Statement

Montana will be known far and wide as "The Land of Creativity," where the arts are essential to the creativity, imagination and entrepreneurship that make Big Sky Country the very best place on earth to live, learn, work and play.

Mission Statement

The Montana Arts Council is the agency of state government established to develop the creative potential of all Montanans, advance education, spur economic vibrancy and revitalize communities through involvement in the arts.

Founding Legislation

In recognition of the increasing importance of the arts in the lives of the citizens of Montana, of the need to provide opportunity for our young people to participate in the arts and to contribute to the great cultural heritage of our state and nation, and of the growing significance of the arts as an element which makes living, working and vacationing in Montana desirable to the people of other states, the Montana Arts Council is hereby created as an agency of state government. (Statutory Authorization -Title 22, Chapter 2, Montana Codes Annotated; Enacted 1967)

The agency is funded by the State of Montana and, at the federal level, through the National Endowment for the Arts.



montana **arts** council
an agency of state government

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This publication is designed by Parriera Graphic Design

East Side School
Livingston
Photo: Jo Newhall



Sculpture by Jay Laber, St. Ignatius
Photo: Cinda Holt

Special Thanks To

Arts Midwest

Jim Copenhaver

Alayne Dolson

Margaret Kingsland

Pam Mavrolas

Mark H. Moore

Christy Stiles

Margo Sturgis

Linda Talbott

Chuck Tooley

Linda Vrooman Peterson

WESTAF

Jerry Yoshitomi



Montana Shakespeare in the Parks, Bozeman
(Butte performance)
Photo: James Houton



Glacier Symphony and Chorale
Photo: Marti Kurth

The Planning Process



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The Drawing Board

This Blueprint was designed through a process that captured the interests and opinions of over 2,000 Montanans:

- Artists, arts organization staffs, boards and volunteers and arts educators
- Political and tribal leaders and 1,000 members of the general public

It incorporates research and information gathered through:

- Electronic and paper surveys
- Focus groups and workshop evaluations
- Personal interviews and agency evaluations, as well as public meetings

A complete listing of research avenues is included on page 11.



Artists Christian Swenson and Eden Atwood
Performing Arts League
residencies, Choteau
Photo: Julie Sheppard



Designing the Framework: Three Beams Emerge from the Research

Arts Education

- Arts education funding and programming remain a top priority. The agency will continue to seek deeper integration of the arts into key state education programs.
- People want access to high-quality experiences that provide an opportunity for life-long learning in the arts, in addition to programs that provide all the arts for all the students in all the schools.

Economic Vitality

- Artists identified as predominant needs: career and market development assistance, training in marketing and business development skills, and creative partnership development.
- Arts organizations continue to value operational support funding, as well as professional development in fundraising, marketing, governance and community leadership.
- Montanans would like to see expanded technology used to overcome geographic isolation, provide services and lessen communication barriers.

Public Value

- Political leaders in Montana value efforts that produce return on investment, entrepreneurial spirit, community trailblazers, hard-working partners, outstanding communities, creative minds and lasting legacies.
- Public value, defined as “services, programs and products valuable to Montanans and worthy of state investment,” is a key performance measure for all state agencies and needs to remain in the forefront of the arts council’s goals.
- Montanans value the arts and believe they are important to their quality of life. State funding for the Montana Arts Council must grow to implement the priorities outlined in this plan.



“Lost in Yonkers” Montana Repertory Theatre, Missoula
Photo: Terry J. Cyr

The Landscape In Which We Work

- Montana is filled with talented artists and arts organizations of all genres. They create an environment that attracts former residents, newcomers, businesses, as well as other artists. The work of the talented arts community fuels the environment of creativity that exists in Montana.
 - Accreditation standards for Montana’s middle and high schools require curriculum in the arts, yet some schools in the state have no arts teachers. K-12 arts education has been further threatened by budget cuts and other policy decisions that impact school curriculum.
 - Cultural and heritage tourism are valuable economic arenas in Montana. New partnerships among individuals, communities, and statewide or national resources could open the door to a much broader range of tourism promotion and programs in the future, greatly benefiting both the arts and tourism.
 - Recent public research revealed that a large percentage of Montanans would be inclined to participate in the arts but don’t because they believe that the programming is not relevant to their lives. The arts community needs to find ways to make these connections.
- Montana leaders have focused on Montana’s American Indian communities and the value of their culture and traditions. Many outstanding Indian artists in our state can potentially benefit by this focus.
 - Montana is generally well connected to internet services, and the infrastructure is in place to allow all sectors of the population to develop newer methods of doing business and to stay in touch with current trends. Montana is a large and sparsely populated state where technology is quickly breaking down traditional geographic isolation.
 - By 2025, Montana will have the third oldest population *per capita* in the country, prompting the arts council to re-prioritize issues that involve the arts in health and healing, access to affordable health insurance, accommodating people with disabilities and providing access to the arts for all Montanans.
 - The Montana Arts Council serves the Montana public through promotion of the state’s arts industry; working with arts educators, hundreds of arts organizations and thousands of artists. The public value produced by this industry is recognized by more Montanans – whether through economics, education, community vitality or aesthetic satisfaction. Efforts to make the connection between the arts and people’s everyday lives have been working and must be continued.
 - Efforts to increase arts funding at state and national levels have met with some success, but there is still a long way to go.

On the Horizon: Montana, The Land of Creativity At Work

The arts are a great source of hope for the future of Montana, providing enormous pleasure and satisfaction while encouraging citizens towards greater entrepreneurial thinking, creativity, and problem solving for a brighter future.

A Framework for Arts Education

Provide access to high quality arts education in order to develop the full creative potential of all Montanans.



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Arts Education Frame #1: Life-long Learning

Outcome We Want:

All Montanans, regardless of potential barriers, find access to arts education opportunities, contributing to life-long learning and creative expression. Potential barriers include:

- Geographic
- Economic
- Physical
- Intellectual
- Emotional
- Cultural
- Age



Artist Oshanee Kenmille, Pablo
Photo: Alexandra Swaney

"Compared to the Control Group, those persons age 65 and older involved in the weekly participatory art programs run by professional artists reported: a) better health, fewer doctor visits, and less medication usage; and b) more positive responses on the mental health measures."

Cohen (2006). "The Mature Mind: The Positive Power of the Aging Brain." New York: Basic Books.

How We Do It:

- Organize workshops for teachers, teaching artists and arts organizations' staff on how to work with a diverse group of learners
- Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational missions
- Offer technical assistance to schools and arts organizations to determine how to make their programs and facilities available to a diverse group of learners
- Provide leadership in advocating for arts education for all Montanans through agency representation on statewide boards and collaborating with other state agencies and state/national arts organizations

Why We Do It:

- An education in the arts supports life-long learning
- Montanans value participating in and celebrating their cultural heritage
- The opportunity for creative expression of personal experience enhances the lives of individuals and their communities



Artmobile, Dillon, Photo: Sara Colburn

The arts are a way to touch every student, at every age, socioeconomic and skill level. They engage students who are already successful and in need of greater challenges, and also engage those who might otherwise become disconnected and never realize their own potential for success.



Custer County Art and Heritage Center, Miles City. Photo: Jaime Burkhalter



Missoula Children's Theatre production

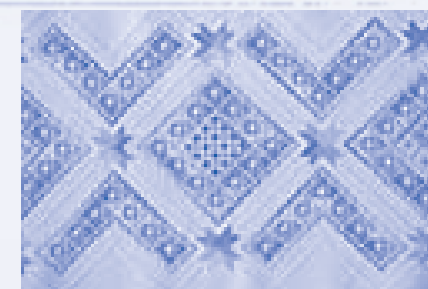
"... one of the most important purposes of a powwow (is) to pass traditions on to the younger generation. A young child can only become a good powwow dancer if he studies the older, experienced dancers, and of course, by practicing."

Manuella Well-Off-Man, (2001). "Photography, An Image of Each Other." Missoula, MT: Images on Paper, Inc.

Indications of Success:

Grant applications will be received on behalf of:

- 56 counties
- 7 Indian reservations
- Pre-school children
- K-12 children
- People with disabilities
- Adults and senior citizens
- Patients, families and staff in healthcare facilities
- At-risk populations
- Montana's many ethnic communities



Artist Sylvia Johnson Overby, Plentywood
Photo: Blanton Owen

Consequences of Failure:

- Barriers keep many Montanans from accessing arts education opportunities
- Arts organizations and schools have a limited audience for their programs
- Aspects of our cultural heritage are diminished or lost completely

"When a young woman tapes a watercolor to the wall of her hospital room, or a child hands his doctor a lumpy clay elephant, or an elderly man recites a line of poetry, they reveal their individuality to the hospital staff. They are not the bone cancer patient in Bed 309, they are creative children and adults whose spirits are thriving in the face of tremendous physical challenges."

Herbert, Deschner, & Glazer, (2006). Artists-In-Residence: The Creative Center's Approach to Arts in Healthcare. New York: The Creative Center.

How We Evaluate It:

- Compile data from arts education grant reports on those programs that provided specific ways to modify instruction to accommodate diverse learners and offer reduced fees or scholarships
- Review the expertise of the artists on the Artists Registry for their abilities to accommodate their lessons for a diverse group of learners
- Track increase in artists on the Artists Registry who are Montana tribal members



Artist Joe Gans, Helena
Photo: Herb Winsor

A Framework for Arts Education

Provide access to high quality arts education in order to develop the full creative potential of all Montanans.



Arts Education Frame #2: K-12

Outcome We Want:

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing all the arts for all the students in all the schools.



River Resource Day outside of Sheridan, Sally Behr Schendel, art teacher
Photo: Herb Winsor

Montana Board of Public Education's Standards for Arts says in part:

"The Arts enable students to make decisions and seek multiple solutions. They improve perception, reflection, and creative thought. They advance higher order thinking skills of analysis, synthesis and evaluation. The Arts provide powerful tools for understanding human experiences and cultures—past, present and future."

Why We Do It:

- Currently many students in Montana do not have an opportunity to study a curriculum that covers the Montana Standards for Arts
- An education that includes the arts engages students in a creative process that helps them:
 - Learn the fundamental skills and knowledge of an art form
 - Develop vital workforce skills necessary to succeed in both Montana and the global economy
 - Access and understand our cultural heritage

"The set of skills most required in this changing world economy are a combination of thinking creatively, problem-solving, exercising individual responsibility, team work and confidence. Arts education develops these sought-after skills and helps students to compete in the world economy."

Abeles, Burton, & Horowitz, (2000). "Learning in and through the arts: The question of transfer. Studies in Art Education," 41(3), 228-257.



Artist Sue Tirrell, Pray
Photo: Jo Newhall

"What benefited my students the most was the chance to work with artists — people besides me. Also, how exciting the lessons were and how important and like artists you made them feel. I have always been uptight about art and my ability to make it. Art's relaxing, fun, makes kids feel important. Art expands creativity, teaches things in a different way. Great lessons!"

From a Montana 3rd grade teacher to the artists after a visual art residency

How We Do It:

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on our website
- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects
- Offer grants to develop arts curriculum, assessment, professional development, and artist residencies
- Provide leadership in advocating for all the arts for all the students in all the schools through agency representation on statewide boards and collaborating with other state agencies and state/national arts organizations

Puppet residency in Troy with artist Beth Nixon
Photo: Jennifer Walters



"As I turned to leave and follow the parade one elder lady standing in her yard simply stated, 'You should do these things more often.' I thought about her words for the rest of the day. Schools should do these things more often."

Lance Pearson, Principal, W. F. Morrison Elementary, Troy, MT after a long-term residency with puppeteer Beth Nixon



Troy residency
Photo: Brent Strum

Troy residency
Photo: Brent Strum



"It is the goal of the people to establish a system of education which will develop the full educational potential of each person."

Montana Code Annotated 2003, Art. X, Sect. 1, Education goals and duties

How We Evaluate It:

- Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives
- Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with the Montana Standards for Arts

Consequences of Failure:

- The only arts education many Montana students receive is through a MAC Artists in Schools residency



Hawthorne Elementary School, Bozeman
Photo: Debi Biegel

"The family night puppet workshop was the highest attendance we have ever had at the school. We fed about 450 people a spaghetti dinner and parents that had never been to the school before showed up. One first grader getting ready to go on stage in a school of 20 minnows said, 'I'm not going to act like a minnow, I am a minnow.'"

Sponsor's evaluation report after a month-long artist residency made possible by the Montana Arts Council

A Framework for Economic Vitality

Creativity at work through services that boost careers,
economies and community vitality.



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Economic Vitality Frame #1: Training and Network Development

Outcome We Want:

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

"At least 85% of the businesses operating in Montana employ four or fewer people. It makes so much sense for government to respond --strategically and specifically-- to the unique needs of these small businesses to ensure their prosperity; including artists as sole proprietors, as employers and as arts organizations."

Linda Reed, CEO, Montana Community Foundation

Why We Do It:

Our research shows professional development and network-building to be high-priority needs for artists and arts organizations of all cultures and ethnic communities in Montana. Competencies in business and marketing skills and making connections across larger networks increase the chance of successfully establishing, stabilizing and growing careers and income. Promoting this aligns with the state's workforce development efforts.



Montana Arts Council's newspaper,
State of the Arts

How We Do It:

- Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal issues and leadership/governance
- Produce publications, share arts industry information resources and research, and foster connections with local, statewide and national service organizations
- Utilize technology to maximize participation, distribute resources and provide remote learning opportunities

Indications of Success:

- Artists' business and marketing skills increase their success and income as artists, and arts organizations see increased participation, revenues and stability
- Artists, artisans and arts administrators are involved in networks, where, among other benefits, mentorships are formed and cultural heritage traditions are passed on
- Artists, artisans and arts organizations develop skills that are used as models of best practices for other markets and communities both inside and outside Montana



Joel Jahnke, Montana Shakespeare in the Parks, Bozeman
Photo: Cinda Holt

Consequences of Failure:

- Artists and artisans have difficulty in or fail to develop the necessary business skills and collaborations resulting in less income and jobs in the state
- Arts organizations face increasingly unstable revenues and leadership
- Networking and/or learning opportunities from peers are not utilized

How We Evaluate It:

- Document successful methods of stabilization and growth
- Compile results of training programs through evaluation
- Measure networks developed and how well those networks address needs
- Review and analyze annual reports and budgets of arts organizations



Linda Engh-Grady, Hockaday Museum of Art,
Kalispell, Photo: Cinda Holt

"The arts industry benefits greatly from small business development tools just like for-profit businesses. There is a difference though. The arts are non-traditional business models and often need non-traditional economic development tools for supporting and financing their growth. We are working to establish models that can address the special needs of these businesses that are so valuable to our state."

Dick King, Director, Missoula Area Economic Development Association and President of the statewide Montana Economic Development Association

A Framework for Economic Vitality

Creativity at work through services that boost careers,
economies and community vitality.



Economic Vitality Frame #2: Market Expansion

Outcome We Want:

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.



Artist Linda King, Pablo
Photo: Cinda Holt



Artist Todd Lehman, Highwood
Photo: Geoff Sutton

Why We Do It:

When Montana's artists, artisans and arts organizations make a living with sales of their products and services, they compete in the global economy, advance local and statewide economic growth and enhance community vitality through their cultural products and services.



Artist Jeff Gollehon, Great Falls
Photo: Cindy Kittredge

"The most important thing in Montana is for us to build businesses that sell outside our market because our market is very small, incredibly small,"

Liz Marchi, President/CEO, Montana West Economic Development, Kalispell

How We Do It:

- Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organization websites
- Create juried artist and artisan programs to set new standards and develop new marketplaces for their work
- Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets



Cover artists Richard Charlson,
Sean McFarland, Kathi Quick,
Jen Reinstadler



Lee Metcalf Refuge concert, Stevensville
Photo: Andy Larsson

Indications of Success:

- Revenues measurably improve for participating artists, artisans and arts organizations
- New and successful marketing partnerships and distribution opportunities are established and/or solidified
- Exposure to tourists' markets increase through new connections with state tourism promotion services

Consequences of Failure:

- Artists and artisans leave the state for areas with larger markets
- Sales stagnate due to lack of access to markets or market opportunities
- Tourism and local businesses do not profit from the income that cultural tourism marketing could provide

State funding is a "stamp of approval" for a non-profit organization. As such, it allows the organization to leverage additional funds from the private sector and from federal grants. The majority of state funds, and the additional matching funding provided from other sources, are spent locally in employee salaries, goods and services purchased, construction projects undertaken, etc., thus boosting the local economy. Patrons have commented, countless times, that they "could not live here if it were not for the cultural opportunities afforded by The Square."

Paris Gibson Square, Great Falls

"The four ingredients to commercial success are marketing, mindset, ingenuity and determination."

Dave Clark, sculptor, Eureka

"A successful industry with good-paying jobs is going to differentiate itself in the global economy through creativity and innovation. A strong and vigorous arts industry is really important to foster this."

Dave Gibson
Montana President, Qwest

How We Evaluate It:

- Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities
- Review and analyze responses to reporting requirements of program participants
- Assess content of tourism marketing materials and travel promotions
- Conduct economic impact studies

A Framework to Promote the Public Value of the Arts

Actively convey the positive difference the arts make in the individual and collective lives of Montanans.

Public Value Frame #1: Bridge Building

Outcome We Want:

Build person-to-person bridges that connect the arts world to the worlds of politics, education, economics and civic engagement, producing a greater knowledge of how the arts benefit the lives of all Montanans and impact communities statewide. This results in a greater understanding of the return on investment of public dollars for the arts and the need for additional resources for all the arts statewide.

"People who make their living as artists serve on boards, work in the schools, raise their kids and contribute to the community. It makes sense to make them an integral part of our economic development activities."

Joe Hansen, Rancher, Big Timber



Jan Kliewer, Stefanie Flynn in "Sweeney Todd"
Helena Symphony. Photo: ©2005 Allen Lefohn

"The Archie Bray Clay Business is a member of the business community, holds membership and is active in the Chamber of Commerce and tourism efforts. We regularly host receptions, tours, club meetings and do community service through service clubs."

Archie Bray, Helena

Why We Do It:

Montana Arts Council funding for arts organizations, artists, events, programs and arts education are very important to the quality of life and the business climate of the state. The arts council spends state and federal tax dollars on these programs and needs to demonstrate to the public the return on investment of these tax dollars.

"The Whitefish Theatre Company's artistic services have been hugely influential in determining if people choose to move to Whitefish and the Flathead Valley. For example, our own Senator (said) that the O'Shaughnessy Center was definitely one of the reasons that he and his wife chose to move to the area."

Whitefish Theatre Company

How We Do It:

- Find and define the connections between the arts field and politics, education and economics where there are common values, goals and outcomes
- Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders
- Partner with arts organizations' leadership and with artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant



Montana Shakespeare in the Parks, Bozeman
(Butte performance) Photo: James Houton

Indications of Success:

- Increased resources become available for the arts through government funding and private sector support due to a greater understanding of their public value
- State funding increases for the services provided by the Montana Arts Council, providing greater access to people of all abilities and incomes and benefiting the arts statewide
- Artists and arts organizations are actively engaged in community and statewide planning and actions of civic involvement, economic growth and quality of life
- The arts council is a connector and centralized resource for the state's arts industry

"The Yellowstone Art Museum's retrospective exhibition of works by Kevin Red Star opened the door to a variety of activities for American Indian Heritage Day including lectures and presentations by the artist, Native drumming in the gallery, and a display of works by children from Crow Agency Middle School."

Yellowstone Art Museum, Billings

Consequences of Failure:

- Funding for the arts from state and local resources is restricted or reduced
- Resources for arts partnerships with businesses and market development efforts decline
- The arts field is not at the table to help define quality education and economic vibrancy, and the arts are still considered a luxury instead of essential to quality of life



Neal Lewing and Michael Taylor,
Port Polson Players' "The Drawer Boy."
Photo: Karen Lewing



Hockaday Museum of Art, Kalispell
Photo: Mike Evans

"Stumptown Art Studio is known as a community art center, a gathering place where our doors are always open. Children flock here during their free time and adults feel a wonderful sense of camaraderie when attending classes, workshops and exhibits."

Stumptown Art Studio, Whitefish

A Framework to Promote the Public Value of the Arts

Actively convey the positive difference the arts make in the individual and collective lives of Montanans.

Public Value Frame # 2: Innovation

Outcome We Want:

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

Why We Do It:

Creativity is “the factory” for innovation, and the arts produce creative minds. Innovation is an important engine of economic vitality, and the arts community brings valuable perspectives and solutions to common challenges statewide.



Media Arts in the Public Schools, Corvallis

“To respond to the changing needs of society, today’s workforce needs to be innovative. The arts teach people to think outside the box and to consider alternatives in solving problems. Employers, particularly employers in technology industries, are looking for a workforce that has arts experiences in its skills mix.”

Anthony Radich, Executive Director, Western States Arts Federation



Wheat mask by artist Janet Christenot
Photo: Roland Taylor

How We Do It:

- Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local programs or initiatives and the arts community
- Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations
- Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners



Artist Dana Boussard, Arlee
Photo courtesy of Dana Boussard

Indications of Success:

- Artists are “plugged into” their communities - listening to, participating in, and leading civic dialogues
- The arts community becomes increasingly valued locally and statewide, spurring its own sense of value, excellence and potential to contribute
- Montana draws and keeps more successful businesses, artists, and entrepreneurs – contributing to a more vibrant economy

“Hosting a local couple’s wedding on stage before a performance of “Romeo & Juliet” and afterwards, sharing cake with the entire audience brought a whole new level of community involvement to Shakespeare in the Parks.”

Montana Shakespeare in the Parks, Bozeman

“Watersheds are a very relevant and controversial issue in our community. As part of Equinox Theatre Company’s new science theatre program, we are presenting a week of “watershed” theatre for school assemblies in conjunction with Montana Outdoor Science School. The week’s activities will culminate in a public performance of an original play written by the middle school class of our Teen Theater. They performed at the Fish and Wildlife Fish Hatchery for the Watershed Festival.”

Equinox Theatre Company, Bozeman

Consequences of Failure:

- Artists’ perspectives and innovative solutions stay “under the radar” and are not recognized outside of the arts communities
- Services and resources offered by artists and arts organizations are only promoted through themselves and the arts council, and not through other statewide efforts, local businesses and partners
- Lack of engagement within communities causes successful artists to relocate out of state, contributing to economic and cultural losses



Soar, Montana Percent-for-Art sculpture at UM-Helena College of Technology
by Richard Swanson
(Kim Baraby Hurtle photo)



The late Rudy Autio in his studio, Missoula
Photo courtesy of Rudy Autio

A Framework to Promote the Public Value of the Arts

Actively convey the positive difference the arts make in the individual and collective lives of Montanans.

Public Value Frame #3: Challenges and Opportunities

Outcome We Want:

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

"Creating the highest-level value means the state arts agency's key task will be to reach as many citizens as possible in as many places as possible and to affect them as positively and profoundly as possible."

Mark H. Moore, author of "Creating Public Value Through State Arts Agencies"

"If you can't imagine your future let alone build it, then all you can do is consume a future someone else imagines for you."

Beth Nixon,
2006 Artist in Residence, Troy

Why We Do It:

Creativity, innovation and the arts are catalysts for new and expanded ways of thinking, seeing and solving problems. The arts council wants to effectively respond to the state's educational, economic and civic challenges and take advantage of new opportunities that arise in creative and innovative ways.

How We Do It:

- Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare
- Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas
- Define and convey to those who impact state and local resources how those challenges can be met through increased revenues and resources for the arts

"Public value is an excellent way to address the bigger picture for the arts, as they do impact everything. Without the arts, communities cannot remain active and engaged. Education in the arts and through the arts is also education for business savvy, knowledge and abilities."

Respondent to the 2007
Montana Artists Electronic Survey

"Imagination is more important than knowledge."
Albert Einstein

Indications of Success:

- The arts council is perceived as a responsive and viable resource to advance these areas
- The arts are represented at the table to help Montana communities handle changes, decline and growth within their populations and town businesses

Consequences of Failure:

- The arts world finds itself behind the curve of change and is not considered a vital part of the structure of changing communities
- Other consequences will be defined as new directions are pursued

"A key ingredient in the quality of life equation is Montana's flourishing arts community."

Paul Tuss, Executive Director,
Bear Paw Development

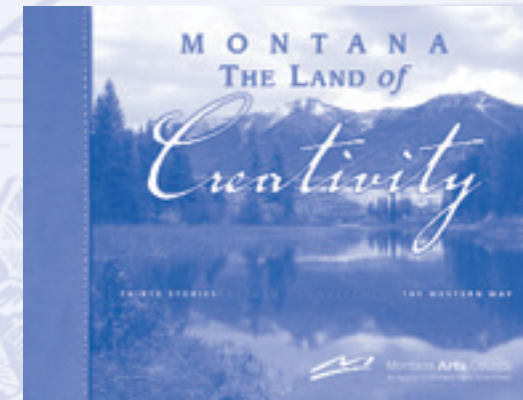


Photo courtesy of
Travel Montana/Department of Commerce



Artisan Dance, Helena, Photo: ©2007 Allen S. Lefohn

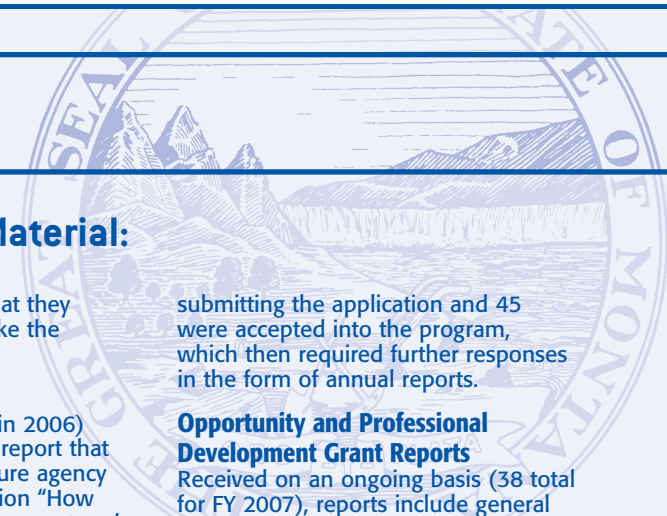


Fort Peck Theatre
Photo courtesy of Fort Peck
Fine Arts Council



The late Ernie Pepion
in his studio, Browning
Photo courtesy of
Missoula Art Museum

Sources of Input



Sources of Input from the Public and Research Material:

Contract and Published Research

The Montana Study: Building Arts Participation Handbook for Rural America
ArtsMarket, Inc. conducted a public-opinion telephone poll of 1,000 households across Montana on their attitudes about arts participation. The results became part of a published handbook that also included tools for audience development.

Individual Artists Economic Impact Study
The Center for Applied Economic Research of Montana State University/Billings conducted a mail survey of 3,099 artists that were identified in the arts council's database and 795 responded (26%) to in-depth questions about in-state and out-of-state sales, income and expenses related to their work.

Economic Impact of Montana's Nonprofit Arts Organizations
132 incorporated nonprofit arts organizations across the state responded to a mail survey conducted by ArtsMarket, Inc. about annual financial and audience/market statistics.

Building Arts Participation Case Studies I and II
Seven case studies were documented and evaluated by ArtsMarket, Inc. of arts organizations that were selected and funded for a multi-year grant program to build arts participation. The results were published in two volumes.

Situational Analysis of Montana
Current in-depth research was compiled by the agency in 2007 on Montana's economic and industry trends, population demographics and migrations and serves as a Situational Analysis of Montana.

Program Evaluations, Grant Reports and Site Visits

Arts in Rural Schools: Summative Evaluation of the Montana Arts Councils Arts Education Program FY 2003-2005
An independent evaluation was conducted by Mavrolas and Associates, Helena, resulting in a published report formed of feedback from written surveys, community meetings, site visits and interviews. Close to two thirds of the respondents represented rural communities, reservations and/or people with disabilities.

Arts Education Workshop Evaluations
Approximately 300 written evaluations were received (15 workshops with 20 participants

each in FY 2007) that asked what they learned and what they would like the agency to offer in the future.

Arts Education Grant Reports
All arts education grantees (41 in 2006) were required to submit a final report that asked for suggestions about future agency support and included the question "How would you rate the assistance (support and information) you receive from the agency?"

Site Visits
Ten arts education site visits occurred in 2007 that were conversations with teachers, artists, administrators and students about the grant program.

Arts Organizations' Leadership Institute Evaluations
Written evaluations were returned by 180 participants (100%) after completing a Leadership Institute workshop in 2006. Included in the workshop evaluation were general questions about how the arts council can better serve the participants. Written evaluations were returned by 36 participants (100%) after completing the first year of a three-year custom consultation program during 2006 and 2007. Included in the program evaluation were general questions about how the arts council can better serve the participants.

American Indian Artists' Law Workshop Evaluations
Written evaluations were returned by 46 of 63 Indian participants (73%) from five programs presented on reservations across the state after completing a workshop about laws for protecting their art. Included in the workshop evaluation were general questions about how the arts council can better serve the participants.

Montana Indian Business Alliance Artist Training Evaluations
Thirty Indian artists from across the state completed a workshop on marketing, business training specific to Indian art, and legal issues. At the conclusion of the workshop they met with agency representatives to discuss agency services. Also included in the written workshop evaluations were general questions about how the arts council can better serve the participants.

Public Value Partnerships (PVP) Grant Application and Reports
The inaugural PVP application included a series of questions about relevance, relationships and return on investment. 47 established arts organizations responded by

submitting the application and 45 were accepted into the program, which then required further responses in the form of annual reports.

Opportunity and Professional Development Grant Reports
Received on an ongoing basis (38 total for FY 2007), reports include general questions about how the arts council can better serve the grantees and their organizations.

Cultural Trust Grant Reports
In FY 2006-2007 the agency received 81 reports from grantees that included general questions about how the arts council can better serve the grantees and their organizations.

Focus Groups Convened for Strategic Planning

Artists
Six group conversations with five artists each were facilitated that included established artists and emerging artists in three disciplines (performing arts, visual arts and writing).

Church Leaders
One group conversation with twelve participants each were facilitated that included six church leaders, three arts organization leaders and three artists.

Website-Based Surveys

Montana Artists Study, statewide
The arts council emailed an electronic survey asking how it can best serve artists' needs to 1,113 artists and 512 responded (46%).

Other Surveys

Artists Marketing Workshop Survey, Missoula
A "placemat style" written survey was completed by 65 (90%) of the artists attending a marketing workshop.

Personal Interviews

Legislators
Individual council members and key staff conducted one-on-one interviews with 20 legislative leaders during 2005-2006 about their attitudes of community, leadership and politics, the economy and creativity.

Montana Arts Council Members
All 15 members of the 2007 Montana Arts Council participated in an in-depth telephone interview that was contracted out to an independent facilitator based in Missoula. The members were queried about the general direction and future focus of the agency as well as perceptions of current agency services.

Artists Participating in the Native American Arts and Craft Marketing Program Pilot
The agency purchased work from 40 Indian artists from four reservations; Crow Agency, Northern Cheyenne, Fort Belknap and Fort Peck. All the artists were asked about other types of assistance the agency could provide.

Members of Montana's Statewide Arts Service Organizations
Montana's statewide service organizations conduct ongoing conversations with their respective participants about the continuing needs of their membership that can be addressed by the agency.

Public Involvement for Feedback on Draft Blueprint

Public Meetings
A total of 23 participants attended three public meetings held to garner feedback on the draft blueprint. The meetings took place in three different geographic areas of the state: Bozeman, Missoula and Miles City, and were advertised in local papers, in MAC's newspaper and on the web.

Electronic Responses
The agency posted the draft blueprint on its website and asked for public response to the document via electronic survey. Eighteen individuals responded.

Other Feedback on Draft Blueprint
Members of the current and former Governors' administrations provided feedback on the draft blueprint.

34 Legislators who serve on finance committees were asked to respond to the draft blueprint and seven responded.

All 15 Montana Arts Council members reviewed and responded to the draft blueprint. The members finalized the blueprint and ratified it in August 2007.

Partners



Partners Who Participate in Activating the Blueprint:

Arts Education and Public Value Partners
Montana licensed and endorsed arts educators in music, theatre, visual arts
Montana teaching artists
Montana Alliance for Arts Education
Very Special Arts of Montana
Members of Montana Art Galley Directors Association
Members of Montana Dance Arts Association
Members of Montana Performing Arts Consortium
Members of Montana Association of Symphony Orchestras
Montana Office of Public Instruction
School Improvement Division
Indian Education Division
Montana Office of the Commissioner of Higher Education
University of Montana Drama/Dance Dept.
Montana University System
Montana Tribal Councils
Salish Kootenai College
Montana School Boards Association
Montana Board of Public Education
Montana Parent Teacher Association
National Endowment for the Arts
National Assembly of State Arts Agencies

Economic Vitality and Public Value Partners
Montana artists and artisans of all disciplines
Montana's nonprofit arts organizations
Montana private sector arts businesses
Montana's arts educators
Montana Statewide Arts Service Organizations
Montana Department of Commerce:
Made In Montana/International Trade Relations Department
Montana Promotions Department
Montana Micro Business Department
Governor's Office of Economic Development
Montana Department of Labor and Industry
National Endowment for the Arts
Western States Arts Federation
Montana Indian Business Alliance
Montana State Parks Department
County Extension Offices
Montana World Trade Center
Montana Economic Developers' Association

Montana Certified Regional Development Offices
Montana Community Foundation
Montana Ambassadors
Montana League of Cities and Towns
Montana Association of Chambers of Commerce

Additional Public Value Partners
Governor's Office and Staff
Montana Legislature
Public Value Partnership Grantees:
Alberta Bair Theater
Archie Bray Foundation
Art Mobile of Montana
Billings Symphony Society
Bozeman Symphony
Butte Center for the Performing Arts
Butte Symphony Association
CM Russell Museum
Custer County Art and Heritage Center
Emerson Center for the Arts and Culture
Equinox Theater Company
Fort Peck Fine Arts Council
Glacier Symphony and Chorale
Going-To-The-Sun Institute
Grandstreet Theatre
Great Falls Symphony Association
Hamilton Players, Inc.
Helena Symphony Society
Hockaday Museum of Art
Holter Museum of Art
Intermountain Opera
Missoula Art Museum
MCT, Inc. (Missoula Children's Theatre)
Missoula Cultural Council
Missoula Writing Collaborative
Montana Artists Refuge
Montana Ballet Company
Montana Museum of Art and Culture
Montana Repertory Theatre
Montana Shakespeare in the Parks
Myrna Loy Center
Paris Gibson Square Museum of Art
Stumptown Art Studio
Sunburst Community Foundation
Venture Theatre Company
Vigilante Theatre Company
Very Special Arts of Montana
Whitefish Theatre Company
Yellowstone Art Museum